

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Total Door (an Openings Company)

Michigan Manufacturing Technology Center

Total Door begins Total Transformation with Lean

Client Profile:

OPENINGS® was founded in 1975 to manufacture the Total Door® line of door solutions. The company proved to be an innovator in the door and hardware industry by becoming the only manufacturer of a complete commercial door system. The aim of the Total Door® system was three-fold: to fill the design needs of architects, to fulfill the practical needs of the end users, and to make coordination and installation simple for the distributor. In 2002, the company was renamed Total Door, an Openings Company, to reflect the acceptance of its product line. In business for over 30 years, the privately-owned company holds several patents, including one for a smart door that incorporates building logic and control. Total Door products can be found in hospitals, schools and hotels, to name a few. Their facility in Pontiac, Michigan employs 50 people.

Situation:

Total Door wanted to expand its facility and add updated machinery. The company's General Manager, Patricia Yuklowski, contacted the Michigan Manufacturing Technology Center (MMTC), a NIST MEP network affiliate, for help.

Solution:

MMTC's Regional Sales Manager, Karen Seman, met with Yuklowski to discuss options. What began as a short-term project evolved into a total business transformation and culture change. MMTC's partnership with the Michigan Economic Development Corporation (MEDC) helped secure bond financing for the procurement of updated machinery. MMTC also helped secure grant funding for employee training. MMTC linked Total Door with service provider Vic Holtz for assistance with the plant layout for the new facility. The new machinery and technologies are making Total Door more competitive in an industry controlled by two foreign companies that import a majority of product. Lean principles helped with the Value Stream Map for plant layout and led to the creation of work cells. Total Door invested one full-time employee to manage the process and created a 6-member team to implement a Quality Management System with assistance from MMTC.

Total Door is now compliant with the ISO 9001 standard and, once moved into their new facility, will apply for their certification. They have a system in place and the knowledge and skill to monitor and audit their own processes. This will help target additional business in Europe and other international markets. Total Door just completed their first Kaizen event, and the redesigned work cells will be included in the new plant layout. New performance metrics were added and are now being tracked monthly. As the manufacturing processes were revised and improved, MMTC helped Total Door apply for and receive Incumbent Worker Training (IWT) through Oakland County Community College for Solid Works instruction.

Results:

www.mep.nist.gov



NIST is an agency of the U.S. Department of Commerce

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- * Increased volume by 9.8 percent.
- * Increased sales by more than \$500,000.
- * Anticipated investment of \$3 million in new facility.
- * Improved employee morale.

Testimonial:

"We have been able to reinvest this capital in research and development as well as process improvements and new technology to help ensure the future success of our company. Every new improvement adds a spark to our jobs. It is exciting to come to work. We look forward to continuing to work with MMTC."

Patricia Yulkowski, General Manager